Joint Qualification System (JQS) Overview and Experience Nomination Process

Begin with the End in Mind

- **Develop cadre of joint matters experts to improve the support available to senior civilian leadership and joint commanders at the national military level**
  - *Expert in own warfare specialty and service, deep understanding, broad knowledge, and keen appreciation of the integrated employment of all services' capabilities in the pursuit of national objectives*
  - *Expert in developing and evaluating strategic concepts within the military environment*
  - *Skill to create and execute plans and make consequential decisions in the volatile, uncertain, complex, and ambiguous strategic environment.*

Produce Joint Warfighters

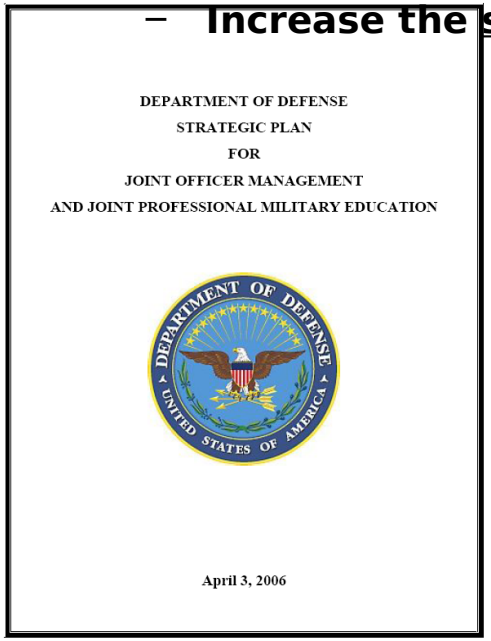
Joint warfighters must be skilled in **thinking strategically** and at **optimizing joint capabilities**, **applying strategic and operational art**, and having a **joint perspective**

Source: *Joint Publication 1, Doctrine for the Armed Forces of the United States*

Bottomline: Only positions that clearly provide an officer significant joint matters experience are placed on the JDAL, or awarded joint experience points

Remaining True to the Basic Tenets of GNA

- **Original Objectives of Goldwater-Nichols Act**
  - **Enhance joint warfighting capabilities.**
  - **Ensure that general and flag officers are well versed in joint matters.**
  - **Increase the quality of officers assigned to joint commands and organizations.**
  - **Create a pool of officers having both experience and education in joint matters.**
  - **Increase the stability of officers in joint assignments.**


DEPARTMENT OF DEFENSE
STRATEGIC PLAN
FOR
JOINT OFFICER MANAGEMENT
AND JOINT PROFESSIONAL MILITARY EDUCATION

April 3, 2006

Enhance Goldwater-Nichols

The Strategic Plan for JOM and JPME transforms JOM from its current static format to a more dynamic, flexible process capable of recognizing and tracking joint experiences.

Objectives

- **Create a Joint Officer Management System responsive to the war-fighter in multi-service, multinational, and interagency operations**
- **Produce fully qualified and inherently joint officers in sufficient numbers to meet mission requirements.**
- **Develop joint leaders for promotion to general/flag officer rank.**
- **Continue to assign high quality officers to joint**

Authority and Purpose

- **Authority: Effective 1 October 2007, 10 USC 661, as amended by NDAA 07, allows officers to request recognition of their joint experiences wherever they occur (versus "billet-based" approach)**
  - AC must submit w/in 12 months of tour completion (a/o 1 Oct 10)
  - DoD policy allows us reach back to RC experiences on or after 11 September 2001 => RC transition 1Oct13
  - Purpose: Evaluate "experience" submissions to determine if those experiences meet the definition of joint matters
  - Panels target joint experiences of AC and RC officers in current grade of O-6 and below
  - Experiences are for officers not serving in Joint Duty Assignment List billet at time of duty
  - Recommend joint experience points only…joint

National Strategic Direction

- ***National strategic direction leads to Unified Action.***
- **Unified action synchronizes, coordinates, and/or integrates joint, single-Service, and multinational operations with:**
  - Operations of other US government agencies,
  - Non-government organizations,
  - international government organizations (e.g., United Nations [UN]),
  - and the private sector, to achieve unity of effort.

Source: Joint Publication 1, Doctrine for the Armed Forces of the United States, page xv and page II-2

National Strategic Direction

"matters related to the achievement of unified action"

Source: Joint Matters Definition

Source: Joint Publication 1, Doctrine for the Armed Forces of the United States, page I-13

Joint Credit

- ***From 1986-2007, assignments to the Joint Staff, OSD, COCOMs, and Defense Agency HQ were only path to joint credit via JDAL***
- ***2007 NDAA established E-JDA framework, recognizing that individuals outside of these organizations are also operating at the strategic level driving the achievement of unified action***
- ***E-JDA is not recognition of performing service competencies or foundational tactical/operational experiences; those are prerequisites to operating at the strategic level***
- ***Law, doctrine, and policy dictate that E-JDA experiences meet the same standards as a JDAL assignment and produce an equally qualified JQO***
- ***JQO designation is not a foundation to becoming a leader at the strategic level, it is recognition of***

Current E-JDA Validation Process

Officer self-nominates experiences via website

Service reviews & submits validated experiences

Rework

Denied

Review Criteria

Preponderance of officer's Duties performs joint matters

JOM Reviews and prepares for panel or submits to VDJS

J1/JOM

Army

O-7 Review Panel for 06s

Navy

O-6 Review Panel for 05s & Below

Air Force

Marine Corps

VDJS Approves results

Approved / Disapproved E-JDA recorded in JMIS

* Panel not required for validated OSD, Joint Staff, Combatant Command HQs, Defense Agency HQ, and approved JTF experiences.

Disapproved experiences can be resubmitted one more time by the officer provided there is new

JOINT EXPERIENCE SUMMARY

Tracking#	NAME (Last, First MI)/CURRENT GRADE	SSN	SERVICE	COMPONENT	SVC POSITION
START DATE OF EXP	STOP DATE OF EXP	GRADE DURING EXP	LOCATION OF EXPERIENCE		
UNIT /ORGANIZATION OF ASSIGNMENT		HHQ'S OF UNIT			
IMMEDIATE SUPERVISOR (NAME/RANK/SERVICE/TITLE/COUNTRY)					
SENIOR RATER (NAME/RANK/SERVICE/TITLE/COUNTRY)					
DUTY TITLE:					
YOUR DUTIES/RESPONSIBILITIES:					
COMPOSITION OF ORGANIZATION					
COMMANDER:	SUPERVISOR:				
PEERS:					
SUB-ORDINATES:					
YOUR ACCOMPLISHMENTS THAT MET THE DEFINITION OF JOINT MATTERS					
COMMAND & CONTROL OF OPERATIONS UNDER UNIFIED COMMAND					
STRATEGIC PLANNING					
CONTINGENCY PLANNING					
NATIONAL SECURITY PLANNING WITH OTHER DEPARTMENTS AND AGENCIES OF THE U.S.					
COMBINED OPERATIONS WITH MILITARY FORCES OF ALLIED NATIONS					
MATTERS (i.e., DUTIES) RELATING TO NATIONAL MILITARY STRATEGY					

There is a difference between "joint" and "joint matters"….

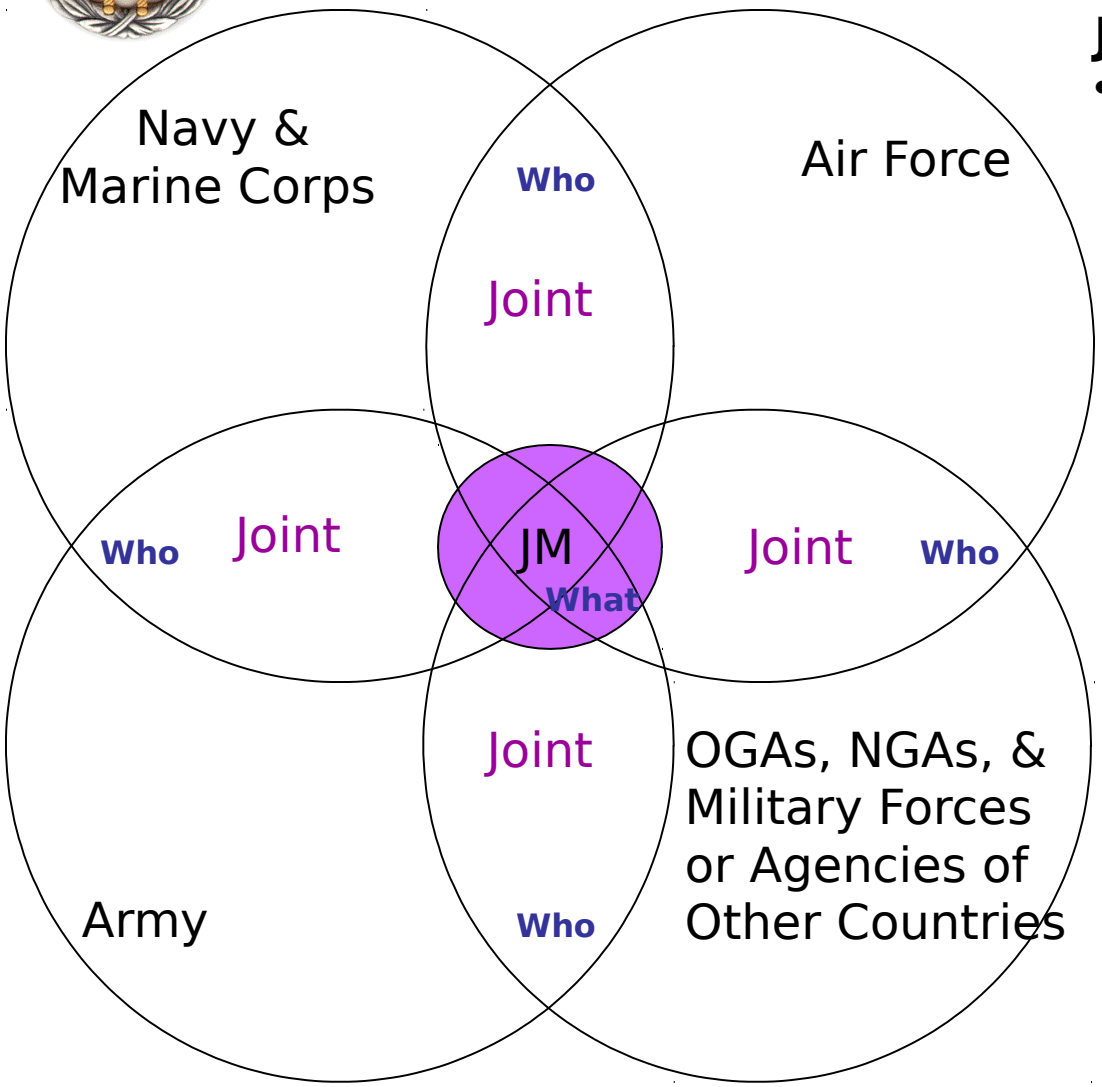
- **"Joint" – Joint Pub 1-02**
  - Activities, operations, organizations, etc., in which elements of two or more Military Departments participate.

- **"Joint Matters" – 10 USC 668**
  - **"(1) …matters related to the achievement of unified action by integrated military forces in operations conducted across domains such as land, sea, or air, in space, or in the information environment, including matters relating to –**
    - (A) national military strategy;
    - (B) strategic planning and contingency planning;
    - (C) command and control of operations under unified command;
    - (D) national security planning with other departments and agencies of the United States; or
    - (E) combined operations with military forces of allied nations.
  - **(2) In the context of joint matters, the term "integrated military forces" refers to military forces that are involved in the planning or execution (or both) of operations involving participants from:**
    - (A) more than one military department; or
    - (B) a military department and one or more of the following:
      - (i) Other departments and agencies of the United States.
      - (ii) The military forces or agencies of other

Per NDAA 2011

What You Do
Who
Who You Do It With

Joint Qualification System (JQS) - Joint Matters



Joint Matters (JM):

- Title 10, USC
  - 1) **What** you do – discriminator
  - 2) **Who** you do it with
- S-JDA path: JDAL
- E-JDA meeting JM def:
  - Embedded/Deployed
  - -Training Teams
    - (BTT, ETT, LTT, MTT, CAFTT, PRT, CMATT CPATT)
  - -Counter/Defeat IEDs
    - (JCCS-1, embedded EWO, JIEDDO)
  - -AF/PAC Hands Program
  - -JTF-GTMO
- Favorable E-JDA:
  - Contingency: Haiti Earthquake
    - KATRINA, Tsunami Relief
    - Lebanon NEO, ISAF
    - Drug Interdiction (JIATF E/W/S)
  - Coalition:
    - Iraq + Afghanistan
    - Advisor, Mentor, Civil Affairs

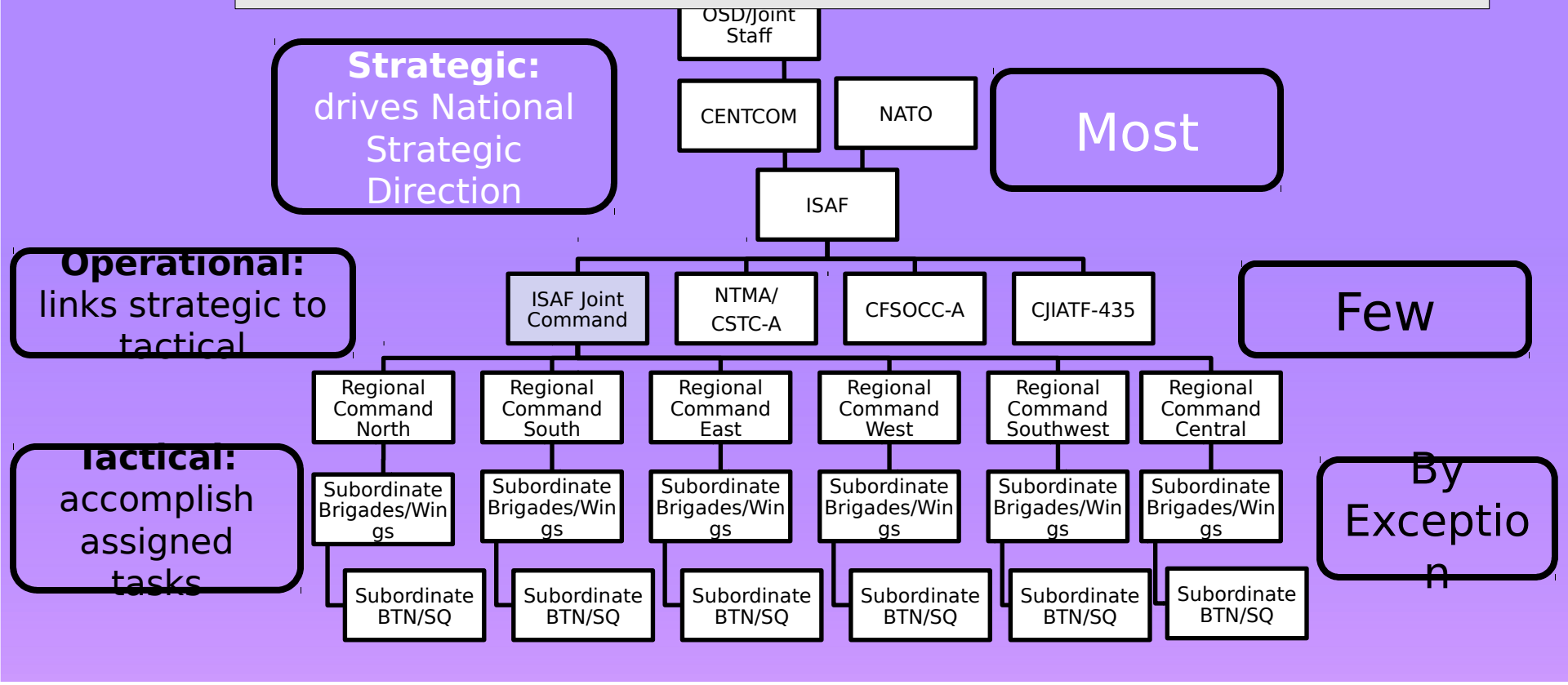
Sample Organization Strategic to Tactical & Joint Matters

Gen Dempsey: "critical assignments such as duty in a combatant command or service on the Joint Staff introduce an officer to joint operations and allow him to manage and confront complex problems at both the operational and strategic levels of war"

Strategic: drives National Strategic Direction

Operational: links strategic to tactical

Tactical: accomplish assigned tasks



Gen Dempsey: **"**leaders preparing for service at the strategic level must possess…a variety of experiences at the tactical and operational levels of war to serve as a foundation for their service at the strategic level"

Integration

Synchronization

Coordination

National Policy and Planning Documents (Guidance)

Much Joint Matters

Strategic guidance converted to policies plans, documents, designs, and programs for achieving strategic objectives.

Some Joint Matters

Limited Joint Matters

Action occurs on policies, plans, designs, and programs

Obtaining Unified Action

POLICY

NSS | NDS | CPG | JSCP | QDR | SCG | NMS | GDF | SC | JPG | GEF | CJA | Campaign Plans | Capabilities Development | OPLANS

PLANNING & PLAN

OPORDS | FRAGOs

IMPLEMENTATION

WARNOs | TTPs

Converts Strategic Guidance to Operational Concept

Converts Operational Concept to Action

Strategic Level

Operational Level

Tactical Level

National Policy

National Strategy

Theater Strategy

Campaigns

Major Operations

Battles

Engagements

Small Unit and Crew Action

CPG: Contingency Planning Guidance for Employment of the Force **GDF**: Guidance for Development of the Forces **GEF:** Guidance for Employment of the Force **JSCP:** Joint Strategic Capabilities Plan **NDS:** National Defense Strategy **NMS**: National Military Strategy **NSR:** Quadrennial Defense Review **SC:** Strategic Communication **SCG:**

Joint Experience Credit…

- **Not recognizing officer for performing joint work, <u>not a reward</u>**

- **Recognize experiences that create joint matters experts**

- **Experience should foster skills that enable officer to shape DoD's ability to address complex security challenges**

  - Skills that shape the strategic direction of the armed forces
  - Skills to integrate the full spectrum of power to defend our national interests and advance international security and stability
  - Operational/Service experience is not a substitute for

Guidelines/Trends

- **Experience must meet definition of "Joint Matters"; Component and Service of officer not relevant in determining "Joint"**

- **Multinational HQ or JTFs heavily engaged in coalition, multi-Service or interagency ops generally seen as Joint**

- **Service positions or competencies will be more heavily scrutinized, particularly Single Service**
  - Must be "integrated military forces"
  - Need clear, compelling indication preponderance of duties are Joint Matters
  - Representing Service perspective, such as Legislative Affairs, not generally Joint
  - Supporting joint warfighter performing a Service assignment generally not Joint…not viewed same as "being" joint warfighter
  - Experiences where officer's own Service is "Executive Agent" generally not Joint

- **Joint Experience Summary is the primary document reviewed by Panel**

Joint Experience Points

- **Based on formula: Duration x Intensity Factor**

- **Intensity Factors (IF) account for the intensity or environment of experience**
  - IF=3 Combat; requires receipt of HF/IDP
  - IF=2 Non-Combat; operations such as humanitarian relief

    Lebanon NEO, Katrina, tsunami relief, etc
  - IF=1 Steady-State; includes duties such as staff assignments

- Note:
  - CONUS Drug Interdiction = IF 1; OCONUS = IF 2